

FUND DEVELOPMENT GOALS & STRATEGIES

| Goal 1: Diversification (To decrease dependency on unreliable operating funding, to spread funding across multiple sources) | | |
|---|--|--|
| Objectives | Strategies | Measures |
| <p>To secure the following diversification levels within 5 years (2009) to fund \$100,000 operating budget:</p> <p>Earned Income: 70% Donations: 15% Grants: 15%</p> <p><i>Current Levels:</i> Earned Income: 20% Donations: 10% Grants: 70%</p> | <ol style="list-style-type: none"> 1. <i>Collect market rate developer's fees on all housing developments.</i> Average development cost of \$80,000 should yield a per unit fee of \$10,000. 2. <i>At least 90% of earned income goal will come from housing development.</i> Based on a \$100,000 operating budget, \$63,000 will come from housing development. At least 6.3 units must be produced each year to meet this goal. 3. <i>Provide fee based counseling to potential homeowners.</i> LMI and non-LMI families need extensive counseling to be able to achieve homeownership. Make efficiency adjustments in program and market. Enroll 50 families annually at fee of \$300 each (\$25 per month). 4. <i>Establish an annual campaign to raise at least \$15,000.</i> 5. <i>Identify and apply for no more than two operating grants totaling at least 15%.</i> 6. <i>Attend National Gathering of Social Entrepreneurs conference and learning opportunities.</i> 7. <i>Identify at least 3 other earned income opportunities for the organization to consider.</i> | <ol style="list-style-type: none"> 1. Market rate fee taken 2. Number of units produced annually 3. Number of families enrolled in program 4. Amount of dollars raised in annual campaign 5. Number of grant applications submitted, number funded, amount of funding. 6. Number of viable earned income opportunities presented to board. |

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January 20XX – December 20XX

| Goal 2: Sustainability (To ensure organization has long term operating resources) | | |
|--|--|---|
| Objectives | Strategies | Measures |
| To create and fund an endowment that will produce at least 25% of operating cost by 20XX. | 1. Establish a planned giving program that will attract \$200,000 in gifts by 20XX and 500,000 in gifts by 20XX. (A \$500,000 endowment with at 5% return will generate \$25,000 of income per year.) | 1. Amount of planned giving gifts attracted |
| To have resources equal to 4 months of operating expenses available to met the needs of the organization in periods of crisis. | 1. Create an operating reserve account. 50% of all unbudgeted funds are to be deposited in this account. In addition 5% of all unrestricted funds will be used to fund this account. Goal of this account is 3 months of operating income \$30,000. 2. Establish a line of credit. Credit line of \$10,000. | 1. Percent of \$30,000 goal achieved. 2. Line established |
| To maintain the highest level of quality and organizational integrity | 1. Review all programs and establish quality criteria by 20XX. 2. Assess the organization's image among its funders, clients and community and develop a plan by 20XX to address any deficiencies. | 1. Quality measures established 2. Assessment completed 3. Image improvement plan created |

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| Goal 3: Program Development (To ensure projects & programs are funded adequately) | | |
|---|---|--|
| Objectives | Strategies | Measures |
| To develop 10 or more units of housing annually. | <ol style="list-style-type: none">1. <i>Assemble credible, experienced development team and staff</i> to reduce cost overruns and unnecessary expenses that reduce development fees and profits.2. <i>Establish/apply for predevelopment loan</i> to minimize use of organizational funds and create greater access to funds for upfront cost.3. <i>Work with DHCD to allow full development fee.</i>4. <i>Establish relationships with at least 2 financial institutions</i> for construction loan funding and for access to Federal Home Loan Bank funds.5. <i>Send board to Getting Started on Affordable Housing workshop</i> (100% attendance). | <ol style="list-style-type: none">1. Project within budget2. Predevelopment loans committed3. Full development fee allowed4. Loan commitment established5. % Attendance to GSAHD class |
| Create fee based extensive counseling program | <ol style="list-style-type: none">1. <i>Provide fee based counseling to potential homeowners.</i> LMI and non-LMI families need extensive counseling to be able to achieve homeownership. Make efficiency adjustments in program and market. Enroll 50 families annually at fee of \$300 each (\$25 per month). | |

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| Goal 4: Capital (To undertake large capital expenditures) | | |
|---|--|--|
| Objectives | Strategies | Measures |
| Acquire building currently renting for office space and community service space by 2010 | <ol style="list-style-type: none">1. <i>Make claim on building</i> (discuss intent with owner, create presence, impact community surrounding)2. <i>Discuss experience of other nonprofits in conducting capital campaign.</i>3. <i>Establish capital campaign plan by 20XX.</i> | <ol style="list-style-type: none">1. Actives undertaken2. Organizations engaged3. Plan completed |
| Goal 5: Other Organizational Goals | | |
| Objectives | Strategies | Measures |
| | | |

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January 20XX – December 20XX

FUND DEVELOPMENT
BUDGET SUMMARY & DIVERSIFICATION TABLE

| Funding Source | Last Year 20XX | Next Year 20XX | Year 5 20XX |
|---|---------------------------|---------------------------|------------------------|
| Operating Grants | | | |
| Federal Government | \$40,000 | \$40,000 | \$40,000 |
| State Government | \$15,000 | | |
| Local Government | \$1,000 | \$1,000 | \$1,500 |
| Foundation | | | |
| Other | | | |
| Unrestricted Donations/Contributions | | | |
| Individuals | 0 | \$3,000 | \$10,000 |
| Businesses | 0 | \$1,000 | \$2,500 |
| Civic, Church, Nonprofit | 0 | \$1,000 | \$2,500 |
| Other | 0 | | |
| Events | | | |
| 1. One Major Event | | | \$10,000 |
| 2. | | | |
| 3. | | | |
| Earned Income | | | |
| Program Fees | 0 | \$7,500 | \$15,000 |
| Development Fees | \$2000 | \$30,000 | 63,000 |
| Investments | 0 | 0 | 0 |
| Contracts | 0 | 0 | 0 |
| Sales | 0 | 0 | 0 |
| Rents | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Program/Project Restricted Funds | | | |
| 1. Housing Development Funds | \$80,000 | \$240,000 | \$800,000 |
| 2. Program: Counseling | \$1,000 | \$1,000 | 0 |
| 3. | | | |
| <i>Total</i> | | | |

My Community Development Corporation
Fund Development Plan
January 20XX – December 20XX

FUND DEVELOPMENT ACTION PLAN CALENDAR

| Month/ Funding Strategies | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--|--|---|--|---|--|--------------|----------------------------------|-----|--|-----|------------------|-------------------|
| 1. Collect market rate developer's fees on all housing developments. | Assess current fees received | Assess upcoming years projects and impact of collecting full fees | | Work with development team to develop strategy to ensure fees are collected | | | Evaluate progress | | | | | Evaluate progress |
| 2. At least 90% of earned income goal will come from housing development | Assess current status | Work with board to understand bringing on projects before finishing current | Establish written organizational process for managing projects | | | | | | | | | |
| 3. Provide fee based counseling to potential homeowners | Evaluate current program, training needs, efficiency adjustments | Analyze market opportunity | Development marketing concept | Market program | | | Evaluate Program | | | | Evaluate Program | |
| 4. Establish an annual campaign to raise at least \$15,000. | | | | | Create annual campaign team | | Recommendation to board for plan | | Adopt plan and begin putting policies and procedures in place to support | | | |
| 5. Identify and apply for no more than two operating grants totaling at least 15%. | | | | Assess sustainability of current grants | Research and identify at least 5 good possible sources | Make contact | | | | | | |
| 6. Attend National Gathering of Social Entrepreneurs conference and learning opportunities | | | | | | | | | | | | |

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| Month/ Funding Strategies | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 7. Identify at least 3 other earned income opportunities for the organization to consider. | | | | | | | | | | | | |
| 8. Establish a planned giving program that will attract \$200,000 in gifts by 2009 and 500,000 in gifts by 20XX. | | | | | | | | | | | | |
| 9. Create an operating reserve account | | | | | | | | | | | | |
| 10. Establish a line of credit. | | | | | | | | | | | | |
| 11. Review all programs and establish quality criteria by 20XX. | | | | | | | | | | | | |
| 12. Assess the organization's image among its funders, clients and community and develop a plan by 20XX to address any deficiencies. | | | | | | | | | | | | |
| 13. Assemble credible, experienced development team and staff | | | | | | | | | | | | |
| 14. Establish/apply for predevelopment loan | | | | | | | | | | | | |
| 15. Work with DHCD to allow full development fee. | | | | | | | | | | | | |
| 16. Establish relationships with at least 2 financial institutions | | | | | | | | | | | | |
| 17. Send board to Getting Started on Affordable Housing workshop | | | | | | | | | | | | |
| 18. Make claim on building | | | | | | | | | | | | |

My Community Development Corporation
 Fund Development Plan
 January 20XX – December 20XX

| Month/ Funding Strategies | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 19. Discuss experience of other nonprofits in conducting capital campaign. | | | | | | | | | | | | |
| 20. Establish capital campaign plan by 20XX. | | | | | | | | | | | | |

FUND DEVELOPMENT DETAILED ANNUAL ACTION PLAN

| Task # | Task Description | Due By | Person Responsible | Status |
|--------------------------------|---|-------------------------------|----------------------------|--------|
| Goal 1: Diversification | | | | |
| 1.1 | Assess current fees received | January 15, 20XX | Jane Smith, Exe. Director | |
| 1.2 | Assess upcoming years projects and impact of collecting full fees | February 28, 20XX | Joe Burns, Project Manager | |
| 1.3 | Work with development team to develop strategy to ensure fees are collected | April 15, 20XX | Joe Burns, Project Manager | |
| 1.4 | Evaluate progress | Quarterly beginning July 20XX | Board Committee & ED | |
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| Goal 2: Sustainability | | | | |
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| Goal 3: Program Development | | | | |
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| Goal 4: Capital | | | | |
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| Goal 5: Other | | | | |
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